



Emmanuel Church

Boston Jewish Spirit



Emmanuel Music

The Tri Partite Report on
and
Presentation of

EMMANUEL



CENTER

HISTORY



HISTORY

- **EMMANUEL AT THE CROSSROADS: OCTOBER 2002**
- **In October 2002, Emmanuel Church's Treasurer George Hallberg reported to the Vestry that the church was at the Crossroad:**
 - *Our aggressive, productive efforts to restore Emmanuel's damaged physical plant, to improve our fiscal management, and to assess the feasibility of a capital campaign to complete needed restoration of our home, has now provided us with some hard realities. The confluence of these issues has brought Emmanuel to a crossroad...Both short-term and long-term budget realities present us with some facts and issues that we must face...We must consciously and deliberately make a decision on the direction we will go...The problems and opportunities we face will require some...thoughtful and hard decisions.*
- **After an overview of several aspects of the financial challenge, George concluded:**
 - *We are growing in number and spirit—yet not fast enough to fully pay our way. Our major fund-raising efforts will not be able to cover our major needs soon enough. So, we...must decide which direction do we go. Do we retrench to a smaller community, cutting staff and programs? Do we take some risks and invest to try to grow to the next level? ...Doing nothing, muddling along, is not an option! We must make a conscious decision for our future.*

EMMANUEL



CENTER

HISTORY

- **SEVEN LIVELY OPTIONS**

1. *Sell the building, move the congregation.*
2. *Find a tenant who could provide sufficient income to allow the Church to stay.*
3. *Re-develop the building to generate capital.*
4. *Establish a new non-profit entity at 15 Newbury Street, comprised of community and performing arts groups, making Emmanuel a community center.*
5. *In a redefined partnership with Emmanuel Music, improve the sanctuary as a new performance space that would also be used as a worship space for Emmanuel Church and affiliated religious groups.*
6. *Merge or share the present building with another congregation.*
7. *Do nothing different and keep going on as is. Shut down when the money runs out in several years, then mail the Bishop the keys.*

EMMANUEL



CENTER

HISTORY

- **VESTRY UNANIMOUSLY APPROVES RECOMMENDATIONS JULY 2006 !**
 - *Explicitly reject do nothing (#7) as a council of despair.*
 - *Set aside sell the building (#1) as a worst-case fall back alternative.*
 - *Rather than finding a major new tenant (#2) invite Emmanuel Music and Boston Jewish Spirit to join Emmanuel Church in creating a new non-profit entity.*
 - *In due time, redevelop the sanctuary into an interfaith worship space, reflecting the latest creative thinking about effective liturgy, as well as a multi-purpose performance space. Lindsey Chapel would remain a traditional sanctuary. (#5).*
 - *As a separate non-profit, Emmanuel Center could mount a joint capital campaign to refurbish the sanctuary/performance space, without any of the entities surrendering their distinct publics or identities. Joint fundraising could be ongoing, enabling continual improvement and maintenance of the building to each partner's needs. Overhead expenses could be shared proportionately. Alternatively, to raise capital for this project or to replenish the endowment, the church might sell or redevelop the Parish House as either a residential or commercial project, (#3) and construct offices, rehearsal space, recording rooms and meeting rooms.*
 - *Other performing arts and/or religious groups might make their residence in 15 Newbury Street under the joint administration of the Emmanuel Center. (#4 and #6) This would be in keeping with Emmanuel Church's mission to serve the greater Boston community as a center for worship and the arts.*



EMMANUEL CENTER: Mission Statement

The *Emmanuel Center* is a cooperative partnership among Emmanuel Church, Emmanuel Music, and Boston Jewish Spirit dedicated to serving the cultural, spiritual, and educational life of greater Boston. The Center seeks to create new programs to celebrate and nurture the human spirit.

The *Emmanuel Center* provides a shared home for these three partner communities in the historic edifice of Emmanuel Church. Each of us is committed to the preservation and renewal of this beautiful building.

Each partner community remains committed to its own distinctive mission, traditions, and identity and to its individual programs. Together, through the *Emmanuel Center*, we seek to explore creative new ways in which we can share our experiences and build a broader community, particularly through artistic, spiritual, and educational programs that reflect the intersection of our traditions and interests.

We affirm the core values that unite us: respect for the dignity of every human being; engagement in the active pursuit of peace and justice in our society and in the world. We share the conviction that spiritual ideals, artistic creativity, and education elicit human connection and therefore advance our core values.

EMMANUEL



CENTER

***PROGRAM/CONCEPT COMMISSION
RECOMMENDATIONS***



PROGRAM/CONCEPT COMMISSION RECOMMENDATIONS

1. Charge to the Commission:

Refine the draft Mission Statement of the values and purposes of the Center

Recommendation:

The Program/Concept Commission recommends the acceptance of the Mission Statement for the Emmanuel Center



PROGRAM/CONCEPT COMMISSION RECOMMENDATIONS

2. Charge to the Commission:

Create program guidelines that reflect the concerns and embrace the interests of each of the partners, both within each organization and for the Center

Recommendation:

The Commission recommends the acceptance of the Guiding Principles for programs of the Emmanuel Center



PROGRAM/CONCEPT COMMISSION RECOMMENDATIONS

3. Charge to the Commission:

Research existing models of collaborative programs, creative use of space, and best practices at venues in other communities

3a. Joint Center Website

Recommendation:

*The Commission recommends the acceptance of a
Proposed Joint website for the Emmanuel Center*

3b. Joint programming in 2007-2008

Recommendation:

*The Commission recommends the acceptance of a
Proposed Joint programming plan*



PROGRAM/CONCEPT COMMISSION RECOMMENDATIONS

3c. Joint programming in 2008-2009

3d. Best practices and exploration of existing programs

3f. Market Lindsey Chapel for Weddings

Recommendation:

This is all work for Phase 2 of the project

3e. Grant and Foundation funding

Recommendation:

***This is tied to funding and governance recommendations
by the Building/Finance Commission***



PROGRAM/CONCEPT COMMISSION RECOMMENDATIONS

4. Charge to the Commission:

Research options for the communication and marketing of the Center, its purpose and mission, and its program

4a. Emmanuel Center branding effort

Recommendation:

The Commission recommends the acceptance of the Emmanuel Center logo

4b. Interior Joint/Shared Signage

Recommendation:

The Commission recommends the acceptance of the plan for Interior Signage



PROGRAM/CONCEPT COMMISSION RECOMMENDATIONS

4c. Exterior Shared Signage

Recommendation:

This is work for Phase 2 of the project

4d. Celebration and Introduction of the Center

Recommendation:

*This is work follows the approval of the recommendations
by the partner Boards to establish the Center*



PROGRAM/CONCEPT COMMISSION RECOMMENDATIONS

5. Charge to the Commission:

Research space usage and additional possibilities for organizations that currently use Emmanuel Church

5a. Staffing for the Center

5b. Expanding collaborative relationships with existing tenants

Recommendation:

This is work for Phase 2 of the project



***BUILDING/FINANCE COMMISSION
RECOMMENDATIONS***



BUILDING/FINANCE COMMISSION RECOMMENDATIONS

6. Charge to the Commission:

*Research current ownership issues and legal implications:
Current ownership of property by Emmanuel Church;
Episcopal Diocese issues*

Recommendation:

The Building/Finance Commission recommends no action be taken. Emmanuel Church Corporation is sole owner of the Emmanuel Church



BUILDING/FINANCE COMMISSION RECOMMENDATIONS

7. Charge to the Commission:

Research the feasibility of models of ownership from the logistical and financial standpoint

Recommendation:

The Building/Finance Commission recommends that Emmanuel Church continues ownership of the property with tenancy of Boston Jewish Spirit and Emmanuel Music



BUILDING/FINANCE COMMISSION RECOMMENDATIONS

8. Charge to the Commission:

Explore the issues and needs surrounding development of the Center facility, to include renovation of the sanctuary and administrative spaces

Recommendation:

The Building/Finance Commission recommends that the partners work together in developing the sanctuary and adjacent space for optimum utility for the needs of the partners, consider the development of other, under utilized spaces, consider renovation of current administrative spaces. The building should welcome the public



BUILDING/FINANCE COMMISSION RECOMMENDATIONS

9. Charge to the Commission:

Investigate models for capital campaign without development of Parish House, development of Parish House as residential/ commercial / mixed space; financial model for the Center's day to day revenue

Recommendation:

The Building/Finance Commission recommends that the Center establish a Treasurers' Committee to jointly develop policies and procedures for management of the Center's funds; that the Center undertake a phased fund raising initiative; that the fund raising initiative focus on external sources as a "renewal for the City of Boston"



BUILDING/FINANCE COMMISSION RECOMMENDATIONS

10. Charge to the Commission:

Investigate architectural and structural issues: review of existing plans and efforts, zoning and Back Bay Neighborhood Commission

Recommendation:

The Building/Finance Commission recommends that the design and fund raising for renovation of the sanctuary can build on the groundwork done by Emmanuel Church, but will take substantial time and effort. Priority repairs for safety and security are now being addressed by the Building Commission. Approve funding for security related upgrades



BUILDING/FINANCE COMMISSION RECOMMENDATIONS

11. Charge to the Commission:

Research funding opportunities: government: city, state, federal; foundations; corporations

Recommendation:

The Building/Finance Commission recommends that the Emmanuel Center hire a dedicated professional development officer



***STEERING COMMITTEE GOVERNANCE
and BUDGET
RECOMMENDATIONS***



STEERING COMMITTEE GOVERNANCE and BUDGET RECOMMENDATIONS

12. Charge to the Commission:

Develop models for the governance structure of the Center.

Recommendation:

- A. Establish an Executive Council of the Emmanuel Center as the governing body of the Center, responsible for all operations, including programs, budget and financial matters.**
- i. Two voting members from each organization**
 - ii. Ex-officio an administrator, future development officer, commission chairs from Programming, Communications, Building and Finance, Outreach**
 - iii. Establish by-laws, apply for 509(a)(3) supporting organization**



STEERING COMMITTEE GOVERNANCE and BUDGET RECOMMENDATIONS

12 (con't). Charge to the Commission:

Develop models for the governance structure of the Center

Recommendation:

- B. Establish a separate account under the name Emmanuel Center to handle the Center's Accounting and Financials under its 509(a)(3) status*
 - i. Account to be tracked in Emmanuel Church system*
 - ii. Treasurers of the 3 organizations will advise on policy, procedures for management of the funds as well as make provision for distribution of funds in the event of Center's dissolution*
 - iii. Bookkeeping provided by Emmanuel Church*



STEERING COMMITTEE GOVERNANCE and BUDGET RECOMMENDATIONS

12 (con't). Charge to the Commission:

Develop models for the governance structure of the Center

Recommendation:

C. Start Up Expenses: Initial Funds and Seed Money

<i>Welcome Center</i>	<i>\$1,000 (security evaluation)</i>
<i>Communication</i>	<i>\$3,000 (website, advertising)</i>
<i>Paid Staff</i>	<i>\$6,000 (administration)</i>

Total *\$10,000 shared by 3 organizations*



STEERING COMMITTEE GOVERNANCE and BUDGET RECOMMENDATIONS

12 (con't). Charge to the Commission:

Develop models for the governance structure of the Center

Recommendation:

D. First Year Budget Jan 1, 2008 to Dec. 31, 2008

<i>Security</i>	<i>\$15,000</i>
<i>Upgrade access points</i>	<i>\$ 8,000</i>
<i>Welcome Center</i>	<i>\$ 5,000 (plans, permits)</i>
<i>Communication</i>	<i>\$ 9,000 (website, signs, marketing)</i>
<i>Office Supplies</i>	<i>\$ 3,000</i>
<i>Administrator</i>	<i>\$30,000</i>
<i>Total</i>	<i>\$70,000 from grants, gifts</i>



EMMANUEL



CENTER
